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CIA CAREER SERVICE BOARD

14th Meeting

Thursday, 12 November 1953

4:00 p.m.

DCI Conference Room

Administration Building

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CIA CAREER SERVICE BOARD

14th Meeting

Thursday, 12 November 1953

4:00 p.m.

DCI Conference Room

Administration Building

In Attendance:

Lyman B. Kirkpatrick, Inspector General, Chairman

Matthew Baird, Director of Training, Member

25X1A9a [REDACTED] Deputy Chief, PP, Member

25X1A9a [REDACTED], Office of the Inspector General

25X1A9a [REDACTED] Acting Personnel Director, Alternate for the AD/Personnel, Member

25X1A9a [REDACTED] Chief of Operations, Alternate for the DD/P, Member

25X1A9a [REDACTED] Executive Officer, ORR

25X1A9a Lawrence R. Houston, General Counsel

[REDACTED], Special Assistant to the DD/A

25X1A9a [REDACTED] AD/Communications, Member

25X1A9a [REDACTED] Special Assistant to AD/Communications

[REDACTED] Chief, Administrative Staff, DD/P

Huntington Sheldon, AD/CI, Member

25X1A [REDACTED] Special Assistant, DD/I, Alternate for the [REDACTED], Member

[REDACTED] Executive Secretary

[REDACTED] Secretary

[REDACTED] Reporter

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. . . The 14th Meeting of the CIA Career Service Board convened at 4:00 p.m., 12 November 1953, in the DCI Conference Room, Mr. Lyman B. Kirkpatrick presiding . . .

MR. KIRKPATRICK: The meeting will come to order.

The first item on the agenda is the minutes of the Board meeting on 5 November. Are there any changes to be made? If not, we will consider them approved as submitted.

MR. HOUSTON: Not being a member I would like to offer this merely as a suggestion. On page 2 it is stated:

" . . . since over the years all other Government career services -- including the Civil Service itself -- had found it necessary, and the Congress had felt it wise, to base the career services, and tenure in them, on statute."

That is a statement I am not completely in agreement with. You still can't say you create a career service by statute. Civil Service gives needed protection, of course.

MR. KIRKPATRICK: I don't believe it was implied that a career service was created by statute.

MR. HOUSTON: I just wanted to mention it once more, but it's not necessary to change the minutes.

MR. KIRKPATRICK: Any other comments? If not, we will consider them approved as submitted.

Before getting into the major, substantive discussion on Tabs E and H, I would like to skip to Item 4 on the agenda, the Report of Status on Career Development Slots. Is there any comment on this list as submitted? Does everybody accept it as correct?

MR. BAIRD: Are there pending cases?

25X1A9a [REDACTED] We have 2 cases for decision today, and 1 more that hasn't been completely processed.

MR. BAIRD: From all of those submitted?

25X1A9a MR. [REDACTED] Yes.

MR. KIRKPATRICK: Making a total of 25. There are 22 here.

25X1A9a MR. [REDACTED] With 2 more to act on today, and 1 more that we weren't ready to bring to the Board because we don't have all of the concurrences.

MR. KIRKPATRICK: There is one interesting item to note in your recapitulation, that one area in the DD/P area has six. The only thought I had there was

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was that we should go slow on any further requests from NEA so they don't monopolize the field.

25X1A9a [REDACTED] Isn't that just one program?

25X1A2g MR. BAIRD: Yes, the [REDACTED] program. I'd like to commend them.

MR. KIRKPATRICK: I know it makes you happy, Mat, but it still uses up slots.

25X1A9a MR. [REDACTED] We have approximately 15 to go.

MR. KIRKPATRICK: That is right.

25X1A9a MR. [REDACTED] There is another point, Kirk, which I think is worth mentioning. In this recapitulation it is going to be quite a long time before these slots are free because some of them are two-year commitments.

MR. KIRKPATRICK: Yes. Ten of them are tied up until May of 1955, at the earliest.

25X1A9a Let's proceed to Item 5 on the agenda, then, which is the proposed career development slots for [REDACTED] of ORR, for approval.

Rud, would you care to present the facts in these two cases?

25X1A9a MR. [REDACTED] request has the concurrence of Mr.

Baird for the Office of Training, and Mr. [REDACTED] for the Office of Personnel. 25X1A9a  
(Reading)

"MEMORANDUM FOR: CIA Career Service Board

THROUGH : Personnel Director

25X1A9a SUBJECT : [REDACTED]  
Request for Career Development Slot

1. The Director of Central Intelligence and the Director of Training have approved ORR's nomination of Mr. [REDACTED] to attend the 1953-54 course at the Naval War College. Course instruction commenced on 5 August 1953 and will continue until June 1954.

25X1A9a

2. It is contemplated that Mr. [REDACTED] will return to ORR and be assigned to the Planning and Review Staff with responsibility for liaison with ONE. It is felt that the training and associations developed at the Naval War College, coupled with Mr. [REDACTED] past CIA experience, make him particularly qualified for this assignment. Mr. [REDACTED] is following an approved research program which is being carried out concurrently with his studies at the Naval War College. The subject of the study is, "problems in the Coordination of Intelligence in the IAC Agencies."

25X1A9a

25X1A9a

3. It is requested that a career development slot be provided to accommodate Mr. [REDACTED] for the duration of the training assignment. Such action is necessary in order to permit assignment of a replacement to carry on the duties performed by Mr. [REDACTED] prior to his current training. These duties are such that

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they must be carried out by one individual and cannot be assigned as additional duties to other personnel. In view of the duration of Mr. [REDACTED] absence, it will be impossible to replace him on a detail basis.

/s/ OTTO E. GUTHE  
Assistant Director  
Research and Reports"

MR. KIRKPATRICK: Any comment? Is it the view of the Board that this request should be approved? Any dissent? Mr. [REDACTED] is approved. 25X1A9a

25X1A9a Now Mr. [REDACTED].

25X1A9a MR. [REDACTED] This request also has the concurrence of Mr. [REDACTED] for 25X1A9  
the Office of Personnel, and Mr. Baird for the Office of Training.

(Reading)

"MEMORANDUM FOR: CIA Career Service Board

THROUGH: Personnel Director

25X1A9a SUBJECT: [REDACTED]  
Request for Career Development Slot

25X1A9a 1. In July 1952 the Director of Training approved the nomination of Mr. [REDACTED], Intelligence Officer, Research and Reports, to attend [REDACTED] 25X1A6a

25X1A9a 2. At that time in the absence of a career development system of rotation, arrangements were made between ORR and the Office of Training to have Mr. [REDACTED] transferred for the period of his training to an Intelligence Officer Trainee position with the Office of Training. However, in order to place Mr. [REDACTED] on unvouchered funds, the Office of Training found it necessary to make arrangements for the Eastern Europe Division, [REDACTED] Training Division (Semi-Covert) to provide a slot. 25X1A9 25X1A6a

3. With the current pressure of personnel ceiling in the EE Division, the Office of Training has been asked to remove Mr. [REDACTED] from the EE Division T/O and accordingly has asked that ORR make necessary application for a career development slot for Mr. [REDACTED] to cover the remainder of his training through the summer of 1954. 25X1A9a 25X1A9a

25X1A9a 4. It is, therefore, requested that a career development slot be provided to accommodate Mr. [REDACTED] for the duration of his training. At the conclusion of his training, it is expected that Mr. [REDACTED] will return to ORR to a position utilizing both his CIA experience and the training received at [REDACTED] 25X1A6a 25X1A9a

/s/ OTTO E. GUTHE  
Assistant Director  
Research and Reports"

MR. KIRKPATRICK: Is it clear there that the slot will be available for Mr. [REDACTED] when he returns? 25X1A9a

25X1A9a MR. [REDACTED] They expect it. It says, "At the conclusion of his training, it is expected that Mr. [REDACTED] will return to ORR to a position . . ." 25X1A9a

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25X1A9a MR. [REDACTED] It isn't clear to me what he is going to get at [REDACTED] 25X1A6a  
that he couldn't get at a lot of other places.

MR. SHELDON: He has been there for several months now.

25X1A9a MR. KIRKPATRICK: I think Mr. [REDACTED] point is a valid point. I don't  
25X1A9a think it should affect Mr. [REDACTED] slot but for future slots we should have an in-  
dication of any fairly heavy Agency expense in this respect.

MR. BAIRD: Mr. [REDACTED] will have an opportunity to pass on the next [REDACTED] 25X1A

25X1A9a [REDACTED] case, but I think it's a little late in this case.

25X1A9a MR. [REDACTED] Yes, it is in this case.

25X1A9a MR. [REDACTED] This is simply clearing up actions taken before the career  
development slot system was established.

MR. KIRKPATRICK: I recommend the Board approve this slot but also instruct  
the Executive Secretary to talk to Dr. Guthe and tell him that in approving these  
slots for ORR it is assumed they will have the slots available for the individuals  
upon their return. That is a little more than an expectation. It is a condition  
of approval.

25X1A9a MR. [REDACTED] Could we advise Mr. [REDACTED] of that fact? 25X1A9a

25X1A9a MR. [REDACTED] I am so advised.

MR. KIRKPATRICK: I want to make sure everybody anticipates that.

Item 6 on the agenda is a report on "Responsibility for the Assignment  
and Career Development of General Administrative Personnel", dated 5 November 1953,  
from the DD/A Career Service Board. The DD/I has requested that this particular  
item be passed over until next week inasmuch as they haven't had sufficient oppor-  
tunity to study the matter.

If there is no objection, we will proceed to item 7, which is a definition  
of the Career Service, which we discussed at the last meeting. Is there any ob-  
jection to the proposed definition as it is now presented?

25X1A9a MR. [REDACTED] May I say something, Kirk? I believe that after discussion  
of "Organization and Structure of Career Service," Mr. [REDACTED] paper, and after 25X1A9:  
next week when the Professional Selection Panel presents its proposal for selection,  
the Board would be in a better position to continue the discussion--if any further  
discussion is necessary--on the exact wording of this definition. Therefore, I  
didn't put it on the agenda for discussion now--although there is no reason why the

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subject can't be discussed now--but I put it on the agenda for information in anticipation of action which will be taken today or discussions both today and next week. Unless the Board wishes to adopt it right now, I believe that more data will be available to the Board by the end of the next meeting.

MR. KIRKPATRICK: I think in view of that it will probably be better to defer it until next week. Just make sure your copies are available when it is discussed.

25X1A9a MR. [REDACTED] We will put it on the agenda for next week.

MR. KIRKPATRICK: The last item on the formal agenda is the letter to the Kaplan Committee which has been drafted by the Office of Personnel. If you have had an opportunity to read this letter I think we can dispose of it very quickly.

Does anyone have any objection to the letter as drafted?

MR. HOUSTON: I have no objection but I do have one thought that may have been considered but deemed not applicable. On page 2 it reads:

"There are also significant limitations on the employment opportunities which would exist for such individuals following retirement, either in public service or in private enterprise. Many of these individuals perform functions of a highly specialized nature peculiar to intelligence operations . . ."

That statement puts the whole emphasis on the fact that they do a type of work that would not be common and would not have an outside market. I think many of our jobs do have an outside market, but an individual is not permitted to advertise what he is doing, and that is one of the major shortcomings, but it's not the nature of the work.

MR. KIRKPATRICK: But that is not something we refer to the Kaplan Committee for resolution.

MR. HOUSTON: I'm referring to the approach, that your professional people on the intelligence side may be people who normally would be writing books, etc., and who would get quite a reputation, but it's not the nature of their work that limits their approach, it's the limitations on telling about what they are doing.

MR. KIRKPATRICK: I think, Larry, my view would be that we might modify this a little. Actually, percentage-wise there would be only a small proportion -- half or less of the Agency -- that would have these limitations. I think we might add to it, then, a sentence or two explaining why the difficulties.

MR. HOUSTON: The point is well taken.

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MR. KIRKPATRICK: I would then recommend the Board approve the letter as drafted, and leave it up to the DD/A to draft it, if there is no objection.

25X1A9a MR. [REDACTED] I think the word "very" in the first sentence could be eliminated.

MR. KIRKPATRICK: Are there any other knit-picks or significant comments?

25X1A9a MR. [REDACTED] Inordinate use of the past tense. (Laughter)

MR. KIRKPATRICK: Now, that takes care of the formal agenda except for the two tabs we are going to discuss, and the new business, but we can dispense with everything except those two items.

First I would like to report to the Board that the Junior Officers Panel met earlier this week and presented their report, which will be distributed to you today, I believe. It's a very interesting report. Incidentally, the Director came to meet with them in their last formal meeting and Mr. [REDACTED] the Chairman of 25X1A9a the group, made an oral presentation. The Director himself has looked over the report. I think you will find that it has considerable meat in it. Incidentally, I was very pleased, Dick, to learn today that the Staff of WE Division has already had a full briefing on it, and that Paul is interested in having his branch chiefs read it. I think, in view of the fact that there are some fairly important items in it, that that might be reviewed, although their comments about supervisors will undoubtedly have the greatest impact on the branch chiefs.

25X1A9a MR. [REDACTED] I had understood the Director had called back the copies until such time as they had been reviewed.

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MR. KIRKPATRICK: He doesn't want the report disseminated widely throughout the Agency.

25X1A9a MR. [REDACTED] I believe each member of the Task Force has a copy, and it is probably through that copy that WE had a briefing on it.

25X1A9a MR. [REDACTED] My only point is that I don't want to be misguided here. If it is generally being passed around, a lot of people will see it. I have already made a recommendation that the division chiefs should get on with it, and the staff chiefs and Career Service Board.

MR. KIRKPATRICK: My suggestion is for the time being it be held to that level, and that was in the memorandum that the Director of Security and I both passed on, indicating the number of copies should be limited and be numbered, and the recipients be passed on.

① 25X1A9a MR. [REDACTED] I think the way to handle it, for the time being, would be to direct the members of the Task Force not to take independent action in conducting individual briefings in connection with the copies they have.

MR. KIRKPATRICK: That was the only new item of business I had. Are there any others anybody would like to bring up? If not, let us proceed to Tab E, Personnel Reserve for the Central Intelligence Agency.

What are your views on this paper, gentlemen?

25X1A9a MR. [REDACTED] Here, again, as in the case of the Reduction in Force paper, General Cabell got interested in this problem at the time that the Task Force was just about completing its work, and he asked that the Personnel Office come up with some ideas on the establishment of a reserve. We talked around with the various people involved, and we prepared a paper which went to General Cabell via Colonel White, in which we did nothing more than supplement, in a small sense, what the Task Force had already come up with in its thinking. That paper is in General Cabell's hands now, and I think copies have been distributed. Didn't you get your copy?

25X1A9a MR. [REDACTED] Colonel White called me stating that both he, Colonel White, and myself did not entirely concur. That is the present status.

② 25X1A9a MR. [REDACTED] Charlie, there was one difference between your paper and this paper here, and that was in connection with the amount of active duty reserve training, if you might call it that, that this paper proposes, which I think you interpret as being a generalized, active duty for everyone. I remember in your paper you took exception to that and suggested they have what you called a selected training.

25X1A9a MR. [REDACTED] We did point out the difference which Colonel [REDACTED] for 25X1A 25X1A9a one, had suggested, and [REDACTED] for another, and suggested a selective training basis rather than across-the-board training of all reserves. Both of them felt it would be a waste of money to just train everybody for training sake. It was more a matter of bringing them in as and when needed. So we did, to that extent, point out that feeling.

25X1A9a MR. [REDACTED] There are a couple of things here in Tab E that I think might be worthy of discussion. One, in Tab A, is the proposal of term of appointment for a period of five years. I just happen to be a proponent of indefinite action in a case like that, because for no good reason it piles up an unconscionable

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amount of paper.

MR. KIRKPATRICK: Wasn't that why the military got away from that? It seems to me the major issue in the whole problem of a CIA reserve will be working out with the military services how we hold onto a group of individuals. Probably every single individual we will want will either be susceptible to military service or will be a reserve officer.

25X1A9a MR. [REDACTED] Unless we work out those agreements there is no point in talking about a CIA reserve, unless we have a prior agreement with the military that they will automatically defer them in case of mobilization, or if they go into uniform they will automatically come to us. That is the crux of the whole problem.

MR. KIRKPATRICK: Ted, you have probably had as much dealing with them as anybody in the Agency. Are we completely satisfied with our dealings with the Staff? Is that a happy solution or a drawn issue?

25X1A9a MR. [REDACTED] I don't know how well documented it is but as far as reserve people on duty in CIA is concerned, unless the individuals themselves want to be released, for one reason or another, I doubt if we will have any trouble in keeping them.

25X1A9a

MR. [REDACTED] I have some that do not have an assignment to CIA, and some that do have.

25X1A9a MR. [REDACTED] They all should have, and I believe the opportunity is available for all who do not refuse to take such assignment. There, again, that ties in with your career service business here. A person who refuses to take a CIA mobilization assignment says, in effect, "Come war I want at least the latitude to say goodbye, boys, I'm going back to the service where they're going to treat me better and I will like it better." So I think the mobilization designation should be one of the requirements of career service designation for the Agency.

25X1A9a MR. [REDACTED] I don't anticipate any people in that category, but if mobilization was called today it would be too late to grab some of them, and you would have to go back and dig them out again.

MR. BAIRD: On the other hand, Ted, do you think that people who have built up say 15 or 18 years of reserve status with a branch of the military, would give that status up to accept CIA reserve status?

25X1A9a MR. [REDACTED] I don't see, at the moment, that it is necessary.

MR. BAIRD: The moment you go to the services and say, "Look, we're

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serving notice on you that these people really aren't going to be of any benefit to you because come a war they are going to stay with us" --

25X1A9a MR. [REDACTED] Except to the extent that this service, really, is a service in support of the armed services in combat.

MR. BAIRD: But we're getting into this reimbursable business, and they are building up retirement privileges as a military reserve officer. I have contended all along that they are building up two retirements, which is questionably honest, in my book, and I think this would join the issue.

25X1A9a MR. [REDACTED] Because of that fact I personally abandoned my active reserve status and was put in the honorary reserve.

MR. BAIRD: I did the same thing.

25X1A9a MR. [REDACTED] So at least we can speak objectively. (Laughter)

MR. BAIRD: But that is a very touchy question with some individuals.

25X1A9a MR. [REDACTED] It comes right down to the choice of having their cake and eating it, too. Which do they want most? It is important to us to be able to determine which they want most, because at the time we will need them most we don't want them all trooping out and sailing back to the military services.

MR. BAIRD: I'd like to see the question raised if for no other reason than clarification as to where they stand.

MR. KIRKPATRICK: Are you talking about CIA reserve or existing employees?

MR. BAIRD: Existing employees. It's the same thing.

MR. KIRKPATRICK: I think the pertinent point affecting this particular recommendation of the Legislative Task Force is that we should add to the action recommended, and I would suggest, in the first place, that the first step taken on this be a clarification of the situation with the Pentagon before we go to anything else, because the rest is all academic if the first step isn't taken.

MR. HOUSTON: That may be the first place where you will run into a possible legislative problem, where the clarification would depend on legislation.

25X1A9a MR. [REDACTED] They won't have to, though, Larry.

MR. HOUSTON: Maybe they can't get out of it without being relieved.

25X1A9a MR. [REDACTED] I would imagine that 50% or more of the people we want to put in CIA reserve have some sort of military attachment.

25X1A9a MR. [REDACTED] A great many of the people we want to hold onto in wartime are just the ones that G-2 and ONI are dying to get their hands on, because the

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next time around it won't be as easy as the last time. The Navy, for example, went out into the highways and byways and picked up a lot of specialists. They spoke Polish, Russian, Arabic, and everything under the sun. But we have done an awful lot of reviewing of records and files, and if we haven't picked the cream off that, there is something the matter with us.

25X1A9a MR. [REDACTED]: Those people who are with us now I think we are quite certain of keeping.

25X1A9a MR. [REDACTED] But this reserve business is something more in a half world between the two, and it's much harder.

MR. KIRKPATRICK: Then I feel it is the sense of the Board that the first action recommended, in place of the current one, should be that the DD/A explore the problem with the military services and uncover the objections that are going to be raised, and the answers that will have to be made before we can proceed any further.

25X1A9a MR. [REDACTED] And this is one that should start, at the very least, on the G-1 or Chief of BU/Personnel level, or even higher.

MR. KIRKPATRICK: Is that preferable to the Director discussing the matter initially with the Office of the Secretary of Defense?

25X1A9a MR. [REDACTED] It might be the best way to open the door.

MR. BAIRD: Is that tied in with that reimbursable business they are now raising with the OCS?

25X1A9a MR. [REDACTED] Come a war, Mat, and all of that would go out the window.

MR. BAIRD: The reimbursing that is tied up into this thing?

25X1A9a MR. [REDACTED] If CIA civilian personnel stay in the reserve there is an overhead cost to the Defense Department just to carry them in that status, and therefore there is a legitimate question of reimbursement from Defense just for carrying them on the roll.

25X1A9a MR. [REDACTED] If that should come up I think we should agree without argument. But this isn't going to be a low level question.

MR. KIRKPATRICK: Then I will amend my suggestion to make the initial recommendation be that the Director discuss the matter with the Department of Defense.

25X1A9a MR. [REDACTED] Because that is the level that will undoubtedly have to settle it.

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MR. KIRKPATRICK: Any discussion of the conclusions on page 4? Any disagreement with any of these conclusions?

MR. HOUSTON: I might make some comment on it, Kirk. To have this thing the way we want it there will be a requirement for legislation. If we want to keep it to the minimum it would be highly desirable to keep it to conflict of interest and reemployment rights. I think once we get started on any legislation on this, and discuss it with Defense, by the time it is coordinated with Defense, Budget and the Comptroller General I'm afraid we might find a requirement that we have a full-fledged bill. The Comptroller may well say this is not the type of thing you are given residual powers for.

MR. KIRKPATRICK: I think that point can be argued, though. If we weren't given our broad powers for the purpose of being able to cope with a wartime situation, what were we given them for?

MR. HOUSTON: But I don't think you could say the organization of a reserve at this time is an emergency action, which is the type of thing I am arguing from his point of view.

25X1A9a MR. [REDACTED] We are developing large requirements right now that will not only be essential in wartime but will require immediate action to spot and train them, and it isn't going to be many more months until those requirements will be a matter of formal agreement between the Joint Chiefs and the Director, and we will be expected by the military services to do something about it in a big hurry.

MR. HOUSTON: But I think the Comptroller's viewpoint will be that this is the type of thing that normally requires legislation and it will be hard to convince him otherwise. We had better expect at least considerable argument. I'm not sure that he is an easy man, if he gets his teeth set, to beat him down. We have tried to beat him before.

25X1A9a *fast* MR. [REDACTED] In our office we have a clear-cut requirement. I have *fast* ~~day~~ stations overseas that are not fully manned. In one ~~day~~ station I have about 10 people and it will require about 150 people as soon after D Day as you can get them there. For me to recruit them, get them cleared, and train them, we are going to be 8 months past D Day before I am backing up DD/P clandestine services. So it's simply a question of pre-employing people or having them earmarked so you can grab them within 48 hours before you have to get them on their way. Legislation is not going to help you solve that problem.

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MR. HOUSTON: But before we are permitted to do that the way we want we may be compelled to seek legislation.

MR. [REDACTED] What would be the nature of the legislation?

MR. HOUSTON: We have quite a proposal here for payment of people on active service.

MR. [REDACTED] I don't think you have to have legislation to get them in for active duty.

MR. HOUSTON: Then your relations with the armed services may require it, your conflict of interests may definitely require it, and your job security in the agency from which they come.

MR. KIRKPATRICK: Let's just take those and see if we can get a little further. Why would our relations with the military services require it?

MR. HOUSTON: It depends partly on whether you are going to, for instance, credit people in our reserve for length of service in other reserves for purposes of eventual retirement.

25X1A9a MR. [REDACTED] I don't think that needs to enter into it.

MR. HOUSTON: They are going to have rights, by statute, from the other reserves, which the armed services may not want to relinquish.

25X1A9a MR. [REDACTED] But unless they did there is no reason why they can't retain their reserve status and assignment as long as they are in a reserve status with us.

MR. HOUSTON: We would have to go to their experts to find out what their objections are, first.

MR. KIRKPATRICK: Their objections are fairly obvious. The military services are going to strongly object to this because we will be in further competition with their intelligence services.

MR. BAIRD: Ted, I think if you accept pay for reserve training with Army, Navy and Air Force, I don't think you could accept pay for reserve training with CIA without waiving that conflict of interest.

25X1A9a MR. [REDACTED]: As long as it is done at separate times, what is the difference?

MR. BAIRD: Because you say, when you accept this money, you are available to the military on call.

25X1A9a MR. [REDACTED] We have a whole Army unit down here that gets paid for

every drill and all these reserves have a designation to CIA.

MR. BAIRD: But has it been determined that come M Day they will come to us?

25X1A9a MR. [REDACTED]: Yes, they come to CIA.

MR. HOUSTON: But could they accept that on the basis of statute specifically providing for it? We will run into a lot of red tape.

25X1A9a MR. [REDACTED]: There is no question about that.

MR. [REDACTED]: There seems to be another factor, namely, that in a civilian situation you probably can't ever force a civilian to do certain things. However, if he is in a reserve unit so that he can be called up, then you can get your man within 48 hours, because that would be triggered by, let's say, the Air Force, and they would call the men up, turn them over to you, and you could fly them to your base, and that is that; but if they are in a civilian status at that point there will never be a law--at least I believe we agreed last week that there will not be a law--whereby you can force a civilian to do that. In my view the only way you could fulfill that requirement of 48 hours after D Day, is to have the man in the Army, Navy or Air Force, because then you could use the Articles of War to do that sort of thing.

25X1A9a MR. [REDACTED]: Do we want those people in uniform or don't we, even in wartime?

MR. KIRKPATRICK: We're jousting a little at windmills. We don't know what the problem is yet, and I think the first step is to find out the thinking of the services.

MR. HOUSTON: Then if they don't answer the call they would be free to the general draft.

25X1A9a MR. [REDACTED]: When it is determined whether legislation on any aspect of this is required, and if it is determined in the negative then the rest of this is a matter of negotiation between Defense and ourselves.

MR. KIRKPATRICK: When we talk with the Pentagon that will open the whole question of existing staff personnel and their reserve status, and it would be a good idea to see if we could get it further clarified.

Any further discussion of Tab E.

25X1A9a MR. [REDACTED]: I have one point from the Legislative Task Force discussions. The discussion so far bears on the problem of reservists in other services. There



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was some thought expressed during the Task Force meetings that it may not be entirely impossible to obtain individuals without reserve status who would meet our immediate needs, and that therefore there would be some merit in going ahead immediately on that basis alone; in other words, by selection, because we know that we may have requirements coming on us.

MR. KIRKPATRICK: I see no reason why we shouldn't do that, but I think that simultaneously we should talk to the Pentagon about it, because once you start recruiting for a reserve you must be very sure of your legal grounds, and also we must be very sure of our good relations with the military services because they are very sensitive on this subject.

8 25X1A9a MR. [REDACTED] The fact that a man may or may not have reserve status does not necessarily enter into it, because we have a mobilization law to contend with which will make large masses of people available for non-voluntary military service, and we will have to compete with that.

MR. KIRKPATRICK: Is it the view of the Board that Tab E be approved, with the changes and recommendations as suggested, for presentation to the Director?

25X1A9a MR. [REDACTED] Does that encompass approving the outline plan and the financial statement herein?

MR. KIRKPATRICK: I would say as a suggested method.

25X1A9a MR. [REDACTED] Including that five-year thing?

MR. KIRKPATRICK: I think further discussion on details now would be of no benefit.

25X1A9a MR. [REDACTED]: The Task Force does not recommend a plan per se. It's just a discussion piece at this time.

MR. KIRKPATRICK: Let's move on to Tab H, Legislative Provisions for the Organization and Structure of Career Service in CIA. Do we have discussion of this tab? To join issue most quickly I think we should turn to page 6 and review the conclusions.

9 25X1A9a MR. [REDACTED] I wasn't very clear on what was hoped to be accomplished. Was it that this be the wrapper for the package?

MR. KIRKPATRICK: Carl, can you speak on that?

25X1A9a MR. [REDACTED] No, it's Larry.

25X1A9a MR. [REDACTED] I think "wrapper for the package" is a reasonably good term. It's the framework within which the other specific recommendations would

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25X1A9a

be set, if such a framework is necessary.

MR. [REDACTED] In that case I am satisfied with it.

MR. KIRKPATRICK: Is anybody dissatisfied with it?

MR. SHELDON: At what point, Kirk, would we be apt to see a piece of paper either one way or the other? It's awfully hard for me to visualize what these alternative things actually would look like.

MR. HOUSTON: You mean what the proposed legislation would look like? Well, even when we get it all drafted, with all the justifications, there will still be considerable alternatives, because final decision hasn't been made on whether some recommendations are needed or not.

MR. SHELDON: That is what I find very confusing about this.

MR. HOUSTON: The best we can do for you, Ting, is as soon as it is finished get all possible legislative provisions together and then tie it to this type of thing so you can see its most complete realization, with internal policy decision, one for the Budget Bureau, etc., and at just what point of whittling it down you get away from the package that would justify this, is going to be another problem.

MR. SHELDON: That is my problem. Until you can define it more clearly I don't know whether to vote "aye" or "nae". I am perfectly willing to go along and see what comes out of it.

MR. HOUSTON: I think, Carl, if we had enough to call a package this would then determine --

25X1A9a MR. [REDACTED] That was the idea. The feeling was expressed, I think several times, that there is some value to a package approach from the standpoint of a statement of a career program to present to the members or the individuals employed in the Agency.

25X1A9a MR. [REDACTED] A declaration of intent is really about all it is.

MR. HOUSTON: I think probably a lot of this comes from my own view, which I think I have previously stated, that the legislation is primarily the tool, but you get to a certain point when you get a lot of tools together when you have enough to cover them over with a nice big box. That is just what this is.

MR. KIRKPATRICK: Isn't it the case, Larry, that the Career Service Board would make a mistake in attempting to cling to this package, or individual tools, any further? That we would simply belabor the issue? And that the time

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has now come for executive action and forwarding the 7 proposals which we have approved, and one which has been held in abeyance, to the Director with the view that these are suggestions for legislation, and recommending that after he has studied them and indicated his approval they be forwarded to the General Counsel's Office for preparation of either a package or a series of riders as parts of other bills.

MR. HOUSTON: Amendments of existing statutes.

MR. KIRKPATRICK: And getting in on anything the Kaplan Committee might recommend to accomplish the same objectives. That, I think, is what Ting is looking for.

MR. HOUSTON: Whether we come up with a complete and uniform statement is absolutely unpredictable.

MR. KIRKPATRICK: I think, too, I would recommend to the Board that it relieve itself of any obligation for determining whether this should be presented for legislation or not in the forthcoming session of Congress. I think that should reside fairly well in the Director's Office, together with the legislative liaison, for the simple reason that it is my firm conviction that there are going to be some fairly vivid Congressional fireworks in the coming session, and as to whether it is going to be an opportune climate for advancing ourselves, is going to be a matter of pretty serious consideration. I still hark back to the ominous warnings of Generals Cabell and [REDACTED] that we may end up with more of a rope around our neck than we want.

25X1A9a

MR. HOUSTON: We may run into the type of situation we had, I think it was a year and a half ago, when everyone we asked said, "For Heaven's sake, stay away from the Congress right now."

25X1A9a MR. [REDACTED] Who is going to assist the Director in his study of this thing, because I must say we are giving him an awful piece of homework.

MR. KIRKPATRICK: I think Larry and I will sort of have to split it. I'll let Larry do most of the work. (Laughter)

MR. HOUSTON: I think actually when it comes out with all this discussion and background, it won't be quite as formidable as it appears now.

25X1A9a MR. [REDACTED] Wasn't it agreed the last time, at the last meeting, that we were going to ask him to come in and listen to the divergent views?

MR. KIRKPATRICK: Yes. Actually, there are some steps that have to be

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taken before that, Ting. You and Bob wanted to get together with myself to discuss it generally.

MR. SHELDON: I have discussed it with Bob to some extent already, and we both want to have a talk with you, too.

25X1A9a MR. [REDACTED]: Two weeks from today perhaps we could be ready.

MR. KIRKPATRICK: Two weeks from today is Thanksgiving.

25X1A9a MR. [REDACTED]: We are having the meeting on Monday of that week.

MR. KIRKPATRICK: Suppose we set that as one of the major items for the agenda? We have the Women's Panel report coming up, but we can move that on into December. Is that agreeable, to set the tentative date of 23 November for the Director to meet with the Board? I think by that time we should have discussed it fairly completely.

MR. SHELDON: Yes.

25X1A9a

MR. [REDACTED]: There is a possibility, Kirk, we can work out something without such a meeting being necessary, but it isn't ready yet.

MR. KIRKPATRICK: The agenda for next week's meeting --

25X1A9a

MR. [REDACTED]: Excuse me, Kirk. I'm not sure what the action on Tab H was.

MR. KIRKPATRICK: The action on Tab H, I assumed, was to include it as a wrapper.

At the next meeting, a week from today, we will have the report of the Junior Officers Task Force, and inasmuch as this is a fairly lengthy report, albeit quite an interesting one, I would urge that you start your reading fairly early, because it's about 60 pages long. Some of the interviews and material I think were very well done.

MR. [REDACTED]: That will be delivered to you today. We have it ready here.

25X1A9a

MR. KIRKPATRICK: Item 3 will be the report of the Professional Selection Panel, and with these other two items we may not get to that; and item 4 is, once again, this definition.

Is there any further business? We stand adjourned.

. . . The meeting adjourned at 4:50 p.m. . . .

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